



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF
ROADS AND TRANSPORT**

PERFORMANCE INFORMATION MANAGEMENT POLICY

TABLE OF CONTENTS

	Contents	Page
	Glossary	3
1.	Preamble	4
2.	Purpose	5
3.	Legal Framework	5
4.	Frameworks that should be read with the policy	5
5.	Scope of applicability of the policy	6
6.	Introduction of performance information management	6
7.	Planning for and reporting on programme performance	7
7.1	Responsibilities in terms of planning and reporting	8
8.	Monitoring and Evaluation	10
8.1	Responsibilities in terms of monitoring and evaluation	10
9.	Performance information management	11
9.1	Responsibilities in terms of performance information management	11
10.	Policy review	13

GLOSSARY

1. **Accounting Officer** means the Head of the Limpopo Department of Roads and Transport
2. **Evaluation** means a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision making by staff, managers and policy makers.
3. **Head/s of institutions** means head/s of Traffic Stations, Cost Centres and Government Garages
4. **M&E** means Monitoring and Evaluation
5. **MEC** means Member of the Executive Council for Limpopo Department of Roads and Transport
6. **Monitoring** means collecting, analyzing and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management.
7. **Programmes** means the five programmes of the Department as prescribed by the budget structure namely: Programme 1: Administration, Programme 2: Roads Infrastructure, Programme 3: Public and Freight Transport, Programme 4: Traffic Management and Programme 5: Extended Public Works Programme
8. **Sub Programmes** means the different directorates under each programme or Chief Directorate and Chief Directorates in the case of Programme 1: Administration.
9. **The Department** refers to the Limpopo Department of Roads and Transport

1. PREAMBLE

Performance information indicates how well an organisation is performing against its aims and objectives. Good performance information helps identify what policies and processes work and why they work. Making the best use of available data and knowledge is critical to improving the performance of government as a whole. Performance information is essential for effective management, including business planning, monitoring and evaluation. Performance information also facilitates effective accountability, enabling the management of the Department to track progress, identify the scope for improvement and better understand the issues involved.

To ensure that the Department's service delivery is as efficient and economically as possible, the Department is required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance Information is essential to focus the attention of the public and oversight bodies on whether the Department is delivering value for money, by comparing the Department's performance against its budget and service delivery plans, and to alert managers to areas where corrective action is required.

Performance information also plays a growing role in budget allocations and will increasingly be used to monitor service delivery. This means the information must be accurate, credible, appropriate and timely.

Performance information therefore plays a crucial role in:

- (a) indicating progress against objectives;
- (b) prompting an external focus by the Department on transparency, accountability, and progress on service delivery;
- (c) ensuring the best results for citizens;
- (d) identifying gaps between policy formulation and policy implementation;
- (e) enhancing strategic planning processes; and
- (f) reflecting the level of institutional capacity to actually deliver services to citizens

The most valuable reason for measuring performance is that what gets measured gets done. If Programmes in the Department know that their performance is being monitored, they are more likely to perform the required tasks – and to perform them well. The availability of performance information allows managers to pursue results-based management approaches, such as performance contracts, risk management, benchmarking and market testing.

Reporting on performance is a fairly new concept in the South African budget system. However, it forms part of the budget reform agenda, which was embarked on since 1999 with the introduction of the Public Finance Management Act (Act 1 of 1999).

2. PURPOSE

The purpose of the policy is to describe performance information management in the Department which includes: planning, reporting, and monitoring and evaluation processes, and the implementation of management systems to manage performance information, and prescribes the roles and responsibilities of the MEC, Accounting Officer, General Managers and other Managers with regard to performance management processes, planning, reporting, management of performance information, and monitoring and evaluation.

3. LEGAL FRAMEWORK

3.1 The Constitution of the Republic of South Africa, Act No. 108 of 1996

3.2 Public Finance Management Act, 1999 (Act No.1 of 1999)

3.3 The Public Service Act, 1994 (Proclamation No. 103 of 1994)

4. FRAMEWORKS THAT SHOULD BE READ WITH THE POLICY

(a) Framework for managing programme performance information

(b) Framework on strategic plans and annual performance plans

7. PLANNING FOR AND REPORTING ON PROGRAMME PERFORMANCE

Planning practices, philosophies and hierarchies should be relevant to sectors needs . However the basic elements of planning programme performance can be described as follows:

- (a) Strategic planning links what is to be achieved with how it is to be done by focusing the attention of managers on meeting government's objectives and identify appropriate program management structures and strategies for the cost-effective delivery of services to achieve desired outputs and outcomes. Strategic Plans identify the strategically important goals and objectives against which the Department's medium-term results can be measured and evaluated by Parliament, provincial legislatures and the public.
- (b) Annual Performance planning determines what is expected to be done; usually over a one-to three-year time frame (forward estimates could extend this to three to five years). In order to achieve the programme objectives determined in the strategic planning process. Annual Performance Plans identify the performance indicators and targets that the institution will seek to achieve in the upcoming budget year. It is therefore important that these performance indicators and targets are aligned across the Department's annual plans, budgets, in-year and annual reports. In addition, the process for the production of the Annual Performance Plan must be aligned to the budget process.
- (c) Operational planning involves the: (Usually - deleted)
 - (i) Listing of activities to be undertaken or services to be provided by the departmental units to achieve program/subprogram objectives;
 - (ii) Identification of alternative expected activity levels depended upon final resource allocations; and

- (iii) Identification of performance responsibilities and measurement criteria (i.e. setting of performance targets, benchmarks and best practices, customer service standard, project timetables, expected costs, etc).

7.1 RESPONSIBILITIES IN TERMS OF PLANNING AND REPORTING

The Department is responsible for:

- 7.1.1 The production and tabling of a Strategic Plan with a five-year planning horizon and including certain prescribed information
- 7.1.2 The production and tabling of an Annual Performance Plan with a three-year planning horizon that sets out annual performance targets for the Medium-Term Expenditure Framework (MTEF) period and quarterly performance targets, where appropriate, for the current financial year
- 7.1.3 The production of quarterly performance reports, which will be submitted to the Provincial Treasury, the Office of the Premier, the Provincial Audit Committee and the Legislature for the purpose of oversight as per prescribed annual schedule
- 7.1.4 The identification of a core set of indicators must monitor institutional performance
- 7.1.5 The alignment of reporting between the Strategic Plans, Annual Performance Plans, budget documents and Annual Reports
- 7.1.6 The production of Annual Reports on the prescribed format for the purposes of an annual performance information audit by the Auditor General, and for tabling at the Legislature

The Member of the Executive Council (MEC) shall sign off the Five Year Strategic Plan of the Department, the Annual Performance Plan and the Annual Report.

In terms of Treasury Regulation 5.3.1 the **Accounting Officer** must establish procedures for quarterly reporting to the Executive Authority to facilitate effective

performance monitoring, evaluation and corrective action. The Accounting Officer shall verify and sign off all Departmental quarterly performance reports before submission to Provincial Treasury, Office of the Premier, Provincial Audit Committee and the Provincial Legislature.

7.2 General Managers are responsible for:

- 7.2.1 The production of Annual Performance Plans for their respective programmes with a three-year planning horizon that sets out annual performance targets for the Medium-Term Expenditure Framework (MTEF) period and quarterly performance targets, where appropriate, for the current financial year based on the Five Year Strategic Plan of the Department and per prescribed format
- 7.2.2 The production of quarterly programme performance reports, for submission to the planning and M&E unit of the Department on dates provided for in the annual reporting schedule of the Department and as per prescribed format/s
- 7.2.3 The identification of a core set of indicators needed to monitor programme performance
- 7.2.4 All quarterly programme performance reports shall be verified and signed off by the respective General Managers

7.3 Sub-Programme Managers, District Senior Managers and Heads of Institutions are responsible for:

- 7.3.1 The development of operational plans for their sub-programmes, districts, sub-directorates in districts and Departmental institutions aligned to the Department's Annual Performance Plan for a particular financial year and per prescribed format
- 7.3.2 The production of quarterly programme performance reports on operational plans for submission to their respective General Managers, District Senior Managers in the case of sub-directorates in districts and in the case of Heads of Institutions to their respective Managers in districts

7.4 All operational quarterly performance reports shall be verified and signed off as follows:

- 7.4.1 Sub-directorate reports in districts by the Manager of such sub-directorate
- 7.4.2 Sub-programmes in head office by the Senior Manager of such programme
- 7.4.3 Consolidated district reports by the Senior Manager of the district
- 7.4.4 Institutional reports by the head of that institution

8. MONITORING AND EVALUATION

8.1 RESPONSIBILITIES IN TERMS OF MONITORING AND EVALUATION

- 8.1.1 **The Executive Authority (MEC)** should use M&E findings in the political oversight of Departmental performance and for ensuring that desired outcomes and impacts are achieved. Also provide the bodies to which he/she is accountable to with detailed regular reports on the Department's performance.
- 8.1.2 **The Accounting Officer** is accountable for the frequency and quality of M&E information and the integrity of the systems responsible for its production and utilization. He or she needs to ensure that prompt managerial action is taken in relation to M&E findings.
- 8.1.3 **General Managers, other line managers and officials** shall establish and maintain M&E systems especially collecting, capturing, verifying and using data and information.
- 8.1.4 **The designated Planning and M&E unit** shall ensure the implementation of M&E strategies by providing expertise and support as well as acting as a service hub for related initiatives.
- 8.1.5 **General Managers and District Senior Managers** shall quarterly present their programme performance reports to the Accounting Officer on a date scheduled by the Accounting Officer.

- 8.1.6 **Sub-programme managers** shall quarterly present their programme performance reports to their respective General Managers.
- 8.1.7 **Sub-directorate managers in districts** shall present their quarterly performance reports on a scheduled date to their respective District Senior Managers.
- 8.1.8 **Heads of institutions** shall present their quarterly performance reports to their respective district managers on a date scheduled by such managers.
- 8.1.9 **All other officials** shall present their quarterly performance reports as per their individual work plans to their respective supervisors as part of their performance management quarterly progress review sessions.

9. PERFORMANCE INFORMATION MANAGEMENT

Effective management of performance information requires a clear understanding of different responsibilities, and the structures and systems involved in managing performance.

The Department's performance information management system, comprising of automated and manual processes as necessary, should link the various information sources and or systems to enable appropriate decisions to be made about the Department's performance, either as a whole or in part (e.g. Programme, sub- programme, division, branch, business unit, cost centre)

9.1 REPONSIBILITIES IN TERMS OF PERFORMANCE INFORMATION MANAGEMENT

- 9.1.1 **The MEC** should ensure that the Department set up appropriate performance information systems so that they are able to fulfill their accountability reporting responsibilities. He/she should also oversee such systems to ensure that they are functioning optimally and comply with the Framework for Managing Programme Performance Information and other related standards and guidelines.

- 9.1.2 **The Accounting Officer** is accountable for establishing and maintaining the systems to manage performance information. He or she must ensure that there is adequate capacity to integrate and manage performance information with existing management systems. The Accounting Officer needs to decide on the appropriate positioning of the responsibility to manage performance information. Ideally, this capacity should be aligned to the planning and financial management functions.
- 9.1.3 **Line managers** are accountable for establishing and maintaining performance information processes and systems within their areas of responsibility.
- 9.1.4 **All officials** are responsible for capturing, collating and checking performance data related to their activities. In order to ensure the integrity of the institutions overall performance information such officials' performance agreements and assessments should deal explicitly with the quality of this aspect of their work.
- 9.1.5 **The planning and M&E unit** is responsible for the overall design and management of indicators, data collection, collation and verification processes within the Department. Where such processes are lacking this unit shall support the relevant line manager to put them in place.

10. POLICY REVIEW

The policy shall be reviewed as and when necessary.

☒ RECOMMENDED / ~~NOT RECOMMENDED~~

Ahmed
ACCOUNTING OFFICER

18/02/2011
DATE

APPROVED / ~~NOT APPROVED~~

Approved

Rakana
EXECUTING AUTHORITY

06/03/2011
DATE

- (c) Policy Framework for the Government-wide Monitoring and Evaluation
- (d) Guide for implementation of provincial quarterly reports
- (e) Guide for implementation of annual reports

5. SCOPE OF APPLICABILITY OF THE POLICY

The policy applies to all levels of management and to all officials in the Department.

6. INTRODUCTION OF PROGRAMME PERFORMANCE INFORMATION MANAGEMENT

The fundamental role of managers, whether individually or collectively is to manage performance. In South Africa accountability for performance management is governed by the PFMS, the Framework for the Programme Performance Information, the Public Audit Act No. 25 of 2004 and DPSA Regulations, Accountability is reinforced by the practical requirements of workplace agreements and financial management reforms.

The Department's programme performance management strategies, processes and systems must provide the information required by managers to continuously measure, monitor, evaluate, and improve programme performance.

Effective programme performance management requires a performance management system which links planning for program performance and resource management with performance monitoring and program evaluation.